PX 149

(Google's Proposed Redactions)

Team DOD 2H 2022 Planning
August 2022
Google
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Reflecting on 1H 2022
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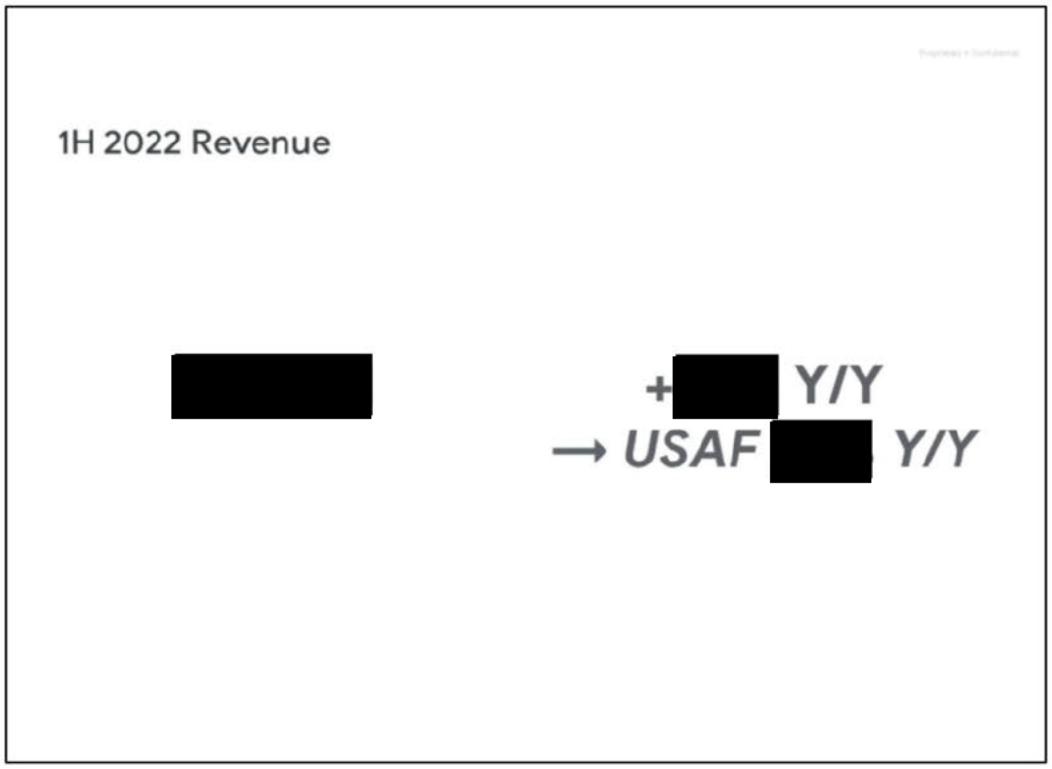
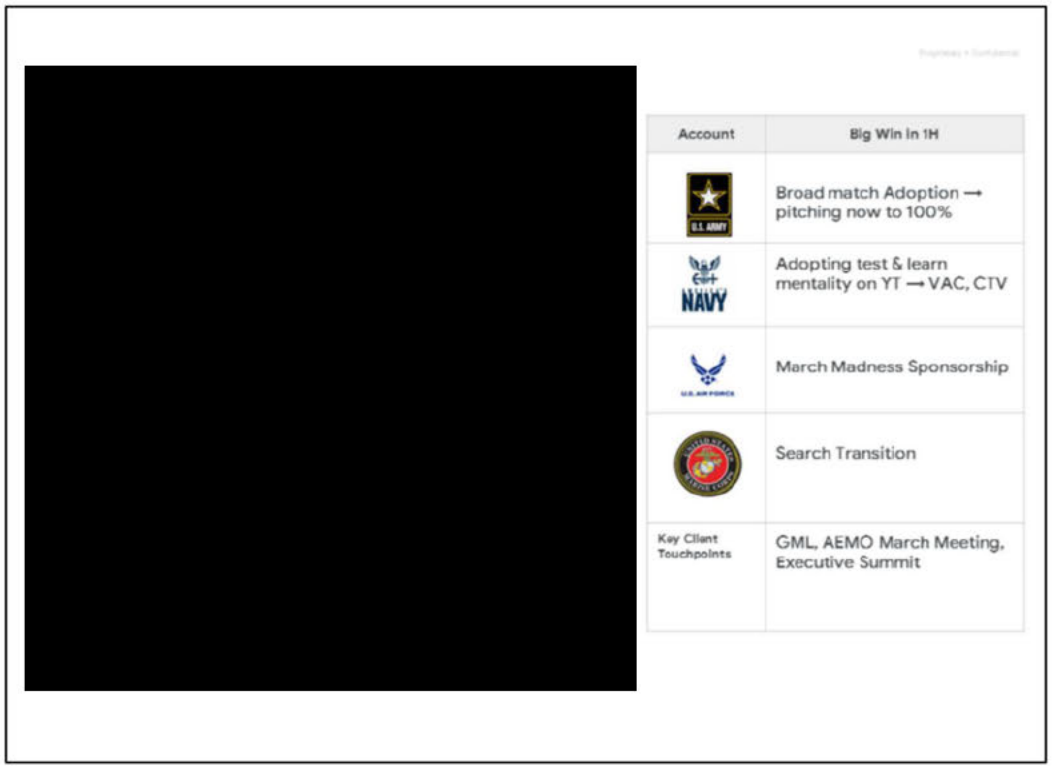

1H 2022 Revenue
[redacted]
+[redacted] Y/Y
→ USAF [redacted] Y/Y

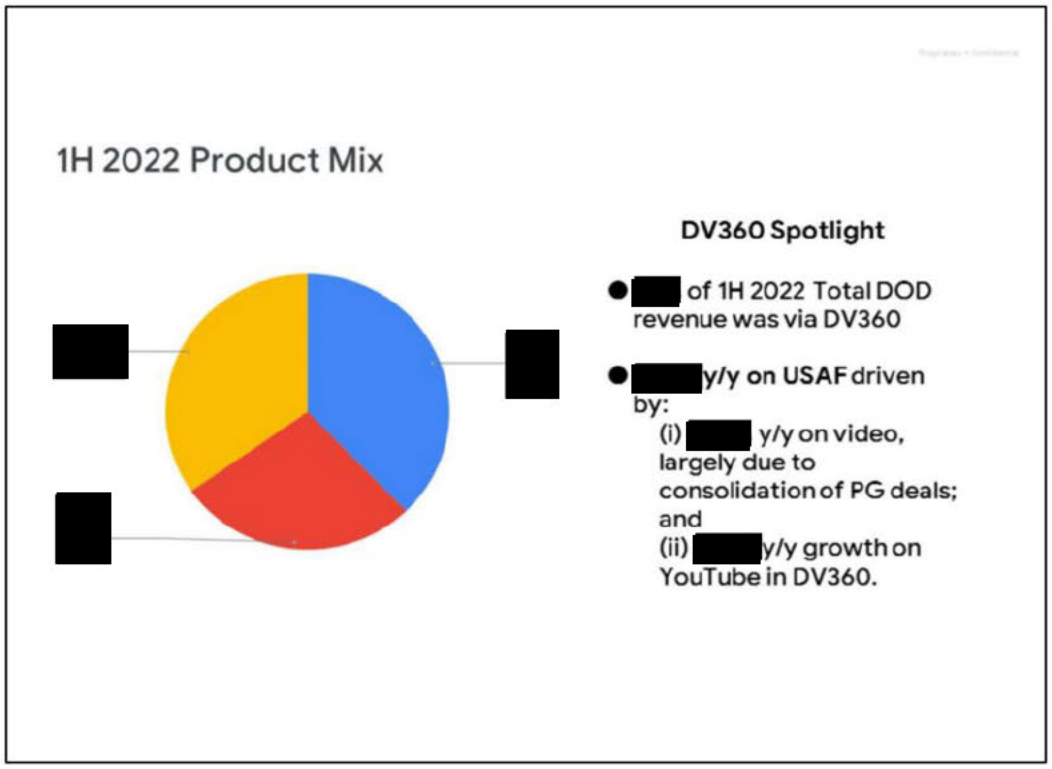


Account	Big Win in 1H
	Broad match Adoption → pitching now to 100%
	Adopting test & learn mentality on YT → VAC, CTV
	March Madness Sponsorship
	Search Transition
Key Client Touchpoints	GML, AEMO March Meeting, Executive Summit

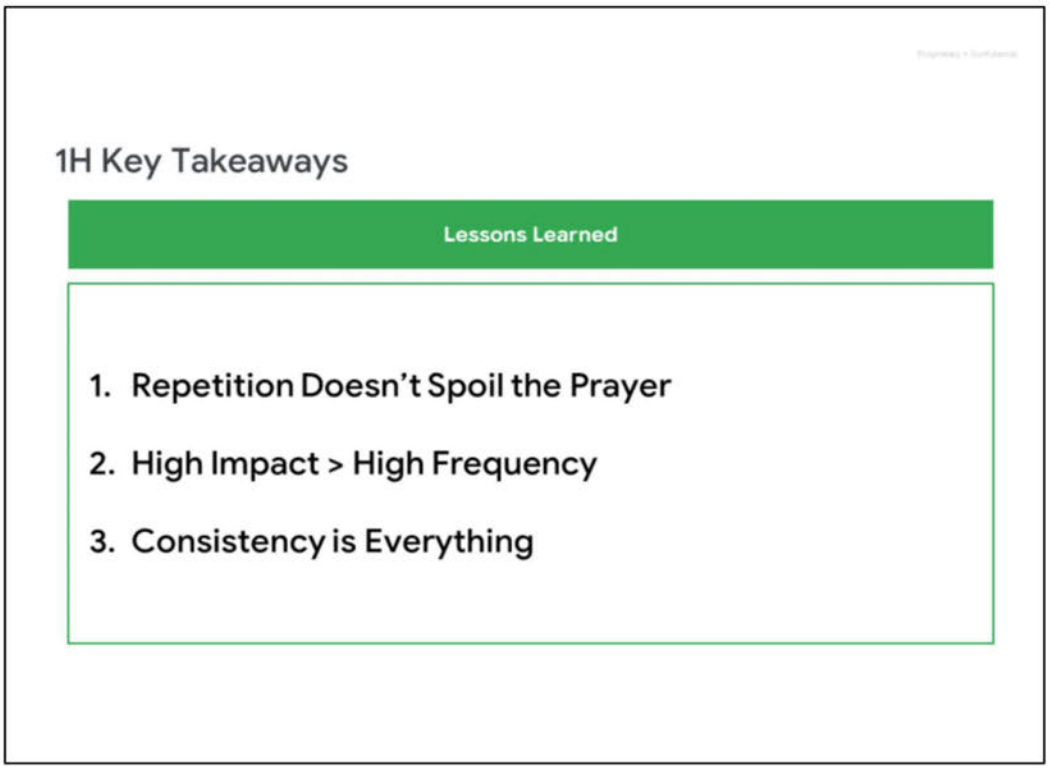
Army - Discovery; AEMO meeting (Fink engagement); YoY pull Q1 - Q3 in CS and use projected + pipeline for Q4 and add those together and 2020 is just CS

US Air Force: Big YTS wins- content, March Madness Sponsorship, Sports on YouTube TV and increased measurement on video via Leveraging BL on Auction (DV360)
Search: Full opportunity & Leads shortage playbook leveraged when in crisis
Full opportunity & Leads shortage playbook leveraged when in crisis

US Air Force: Search wins- Tested Value Based Bldding
Client touchpoints: In-person April 2022, GML & Exec Summit



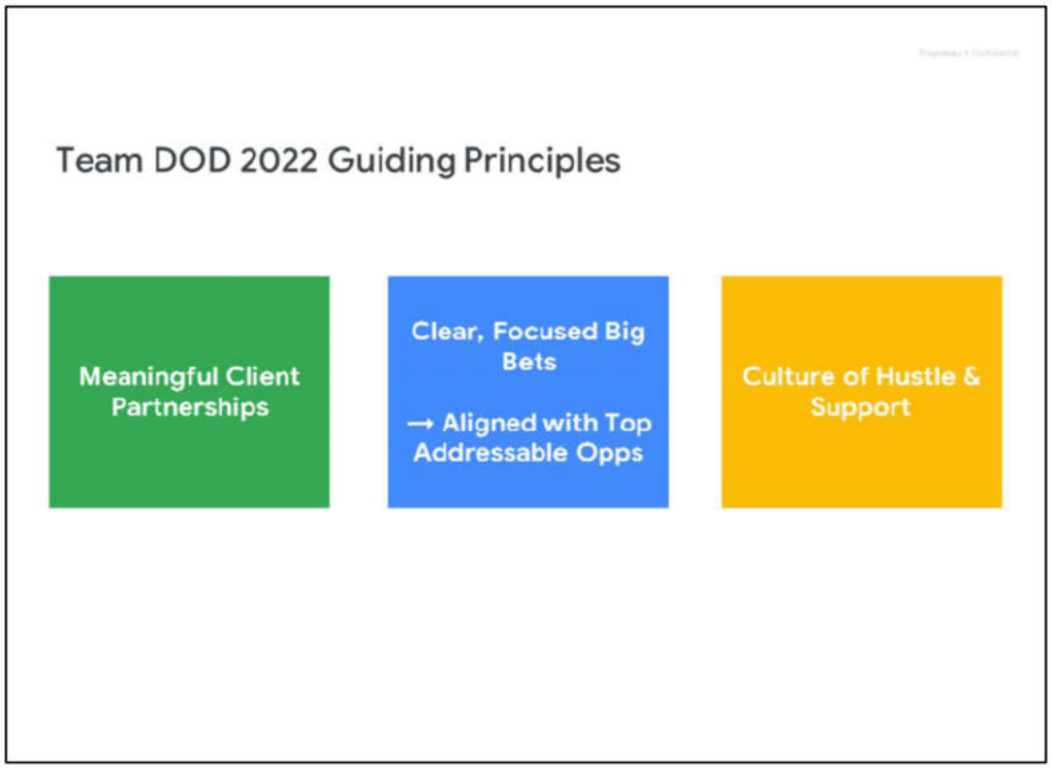
-Our business is very diversified across products- and its the reason we continue to grow
-2019 comparatively was search heavy
-Even though our search "share" shrank, we still delivered incremental revenue
-DV growth comes from Army/USAF
-YT growth comes from navy (Mh), USMC (test action), usaf (growth everywhere)

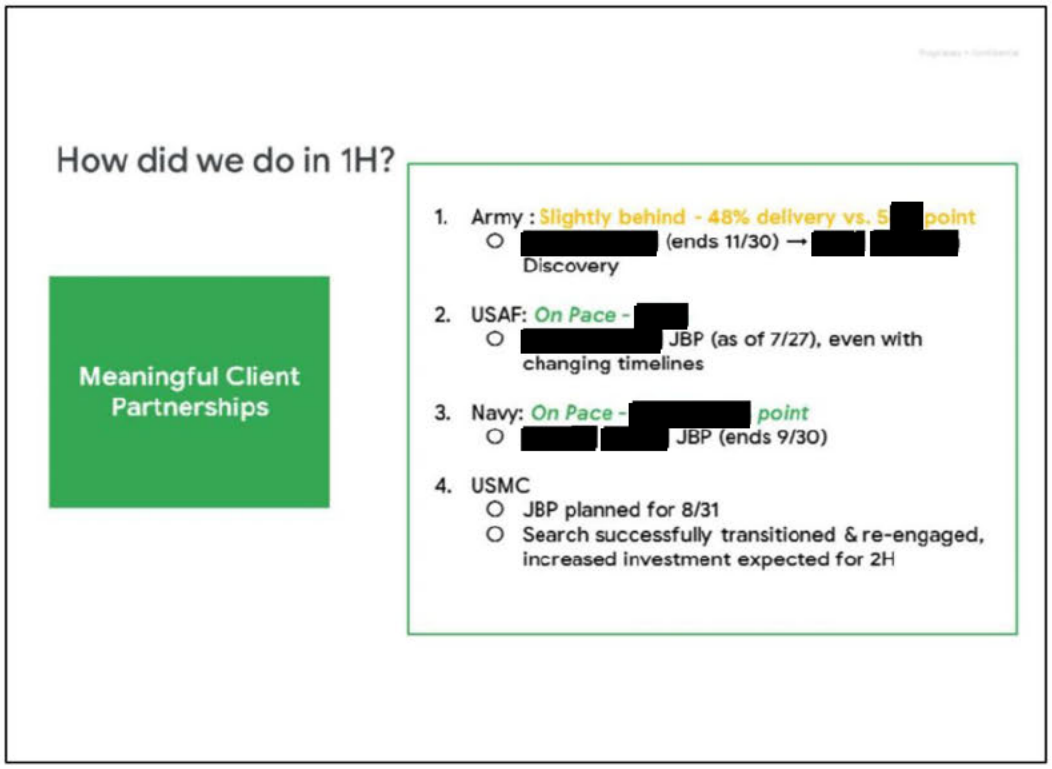


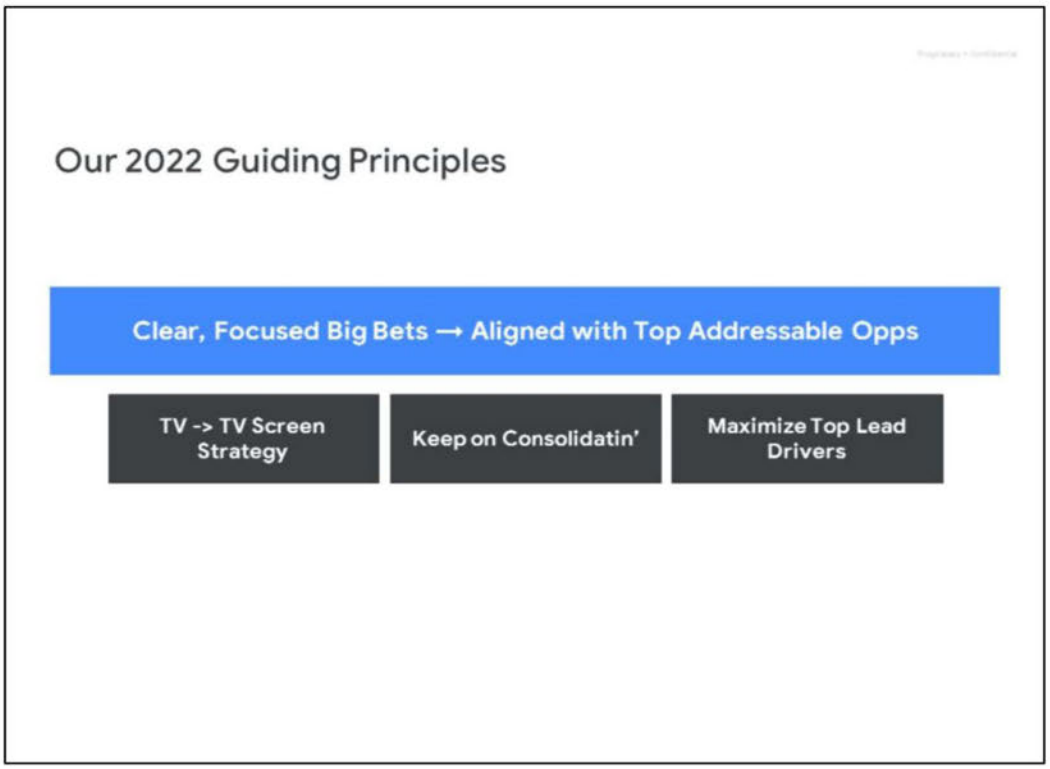
1. Repetition doesn't spoil the prayer (Consolidation, MMM)

2. Few High Impact Meetings (Exec Summit, GML) > More Low Impact

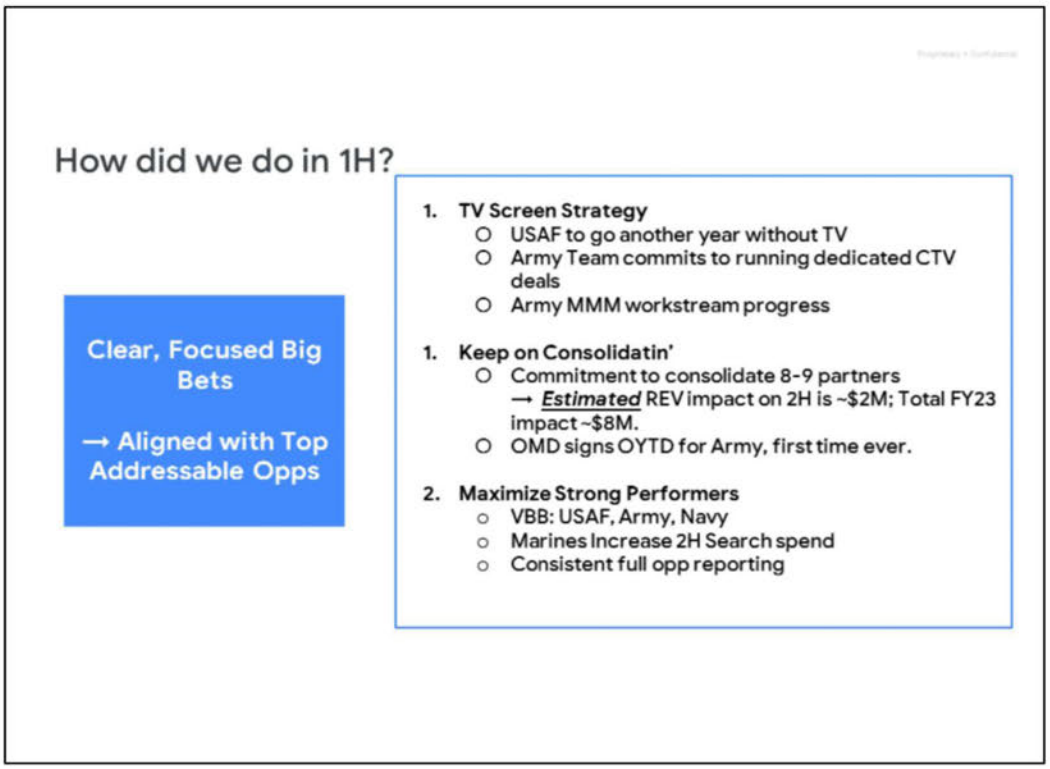
3. Consistency is key - in relationships, in reporting, in organization (search full opp, Discovery situation, more transparency)


Team DOD 2022 Guiding Principles
Meaningful Client Partnerships
Clear, Focused Big Bets
→ Aligned with Top Addressable Opps
Culture of Hustle & Support


How did we do in 1H?
Meaningful Client Partnerships
1. Army : Slightly behind - 48% delivery vs. 5 point
○ (ends 11/30) →
Discovery
2. USAF: On Pace -
○ JBP (as of 7/27), even with changing timelines
3. Navy: On Pace - point
○ JBP (ends 9/30)
4. USMC
○ JBP planned for 8/31
○ Search successfully transitioned & re-engaged, increased investment expected for 2H



[Taylor] #2 TV > TV Screen Strategy: Double down on CTV
It is necessary to invest further on CTV (whether that means taking those dollars from linear for some branches or from other areas like cinema for other branches) because of the growth. The growth is not just those that can be reached via traditional YT, or on other streaming platforms like Hulu. 60% of users who watch YouTube on CTV are not reachable on Hulu. The growth of CTV represents a new bucket of folks - new potential recruit. Which brings us to #3....

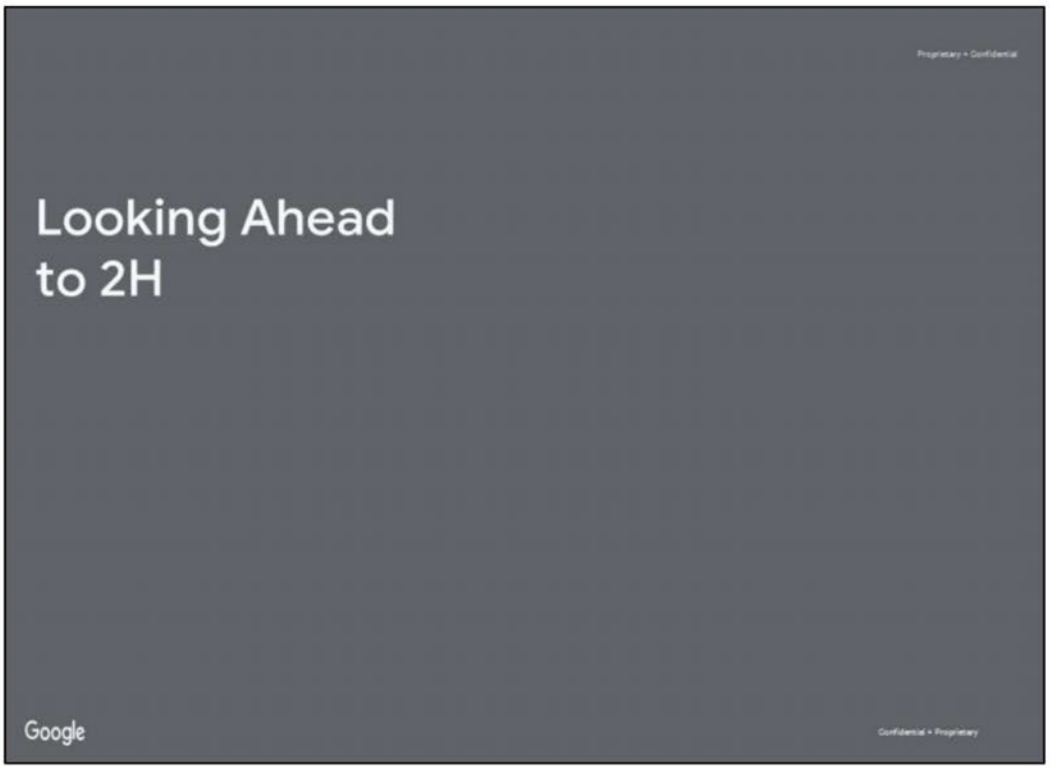


Army partners: (Hulu, AMC, VIX, ESPN, Paramount/Viacom).

How did we do in 1H?

Culture of Hustle & Support

1. Investing in the *most critical* Relationships
   - Exec Summit
   - Army C Suite progression
2. Right meetings @ the right time
   - Exec Summit, GML
   - Navy AMAP
   - Decision to hold on AEMO summer trip


Proprietary + Confidential
Looking Ahead
to 2H
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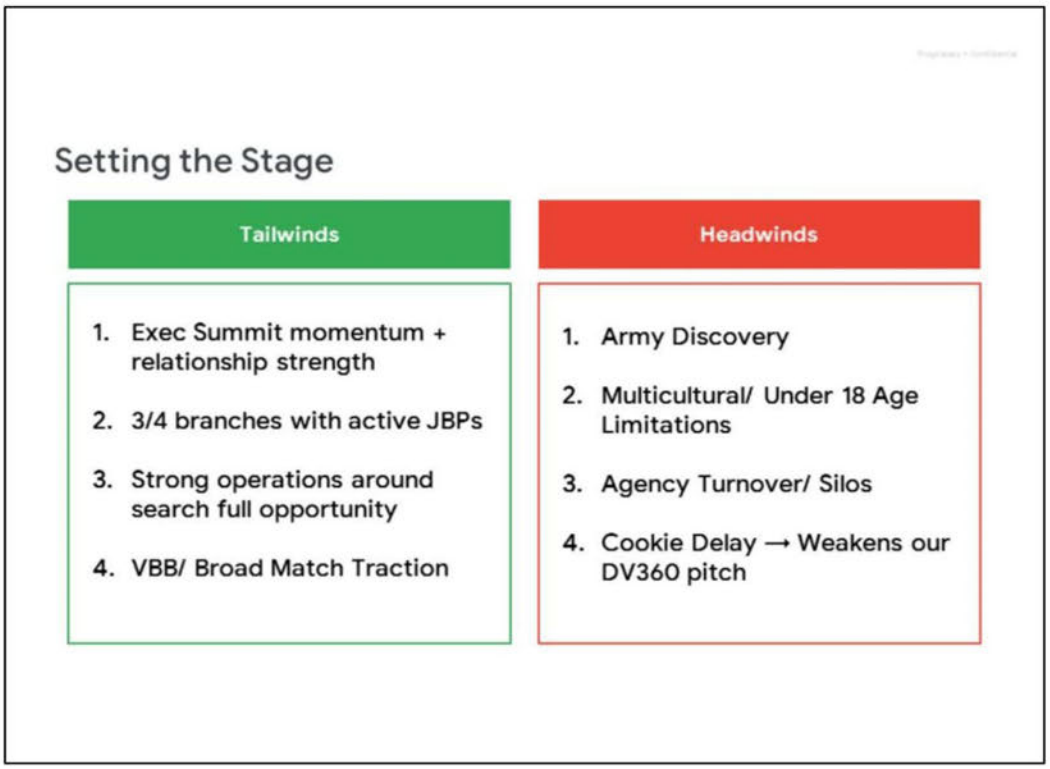
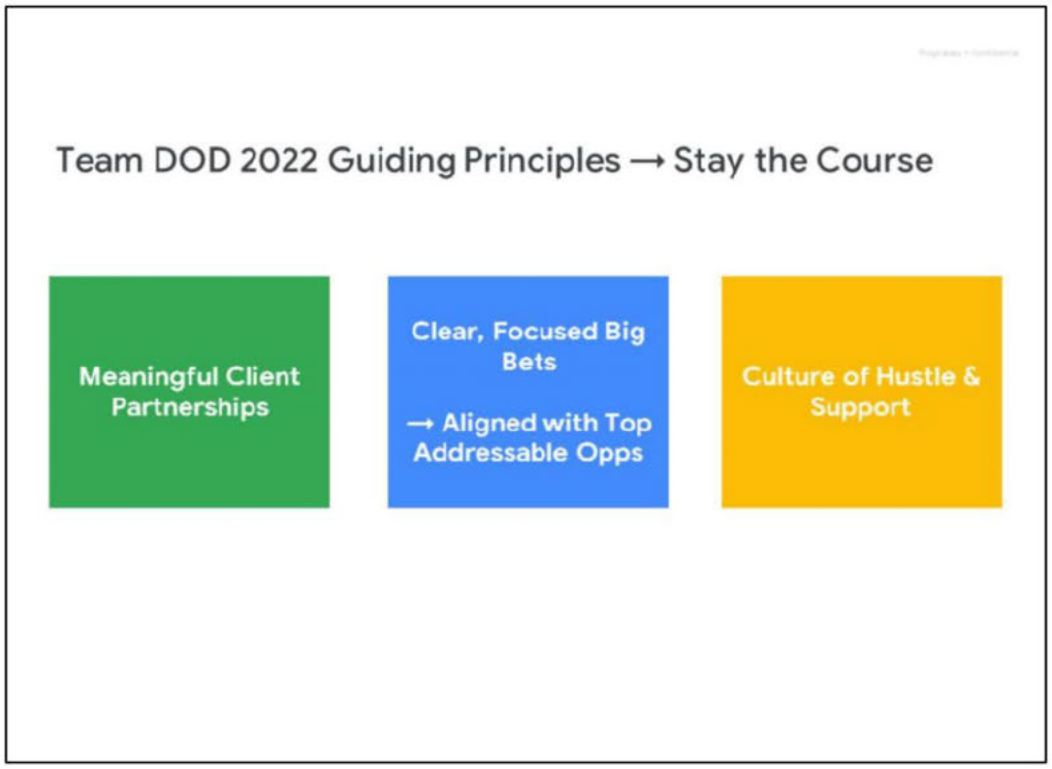
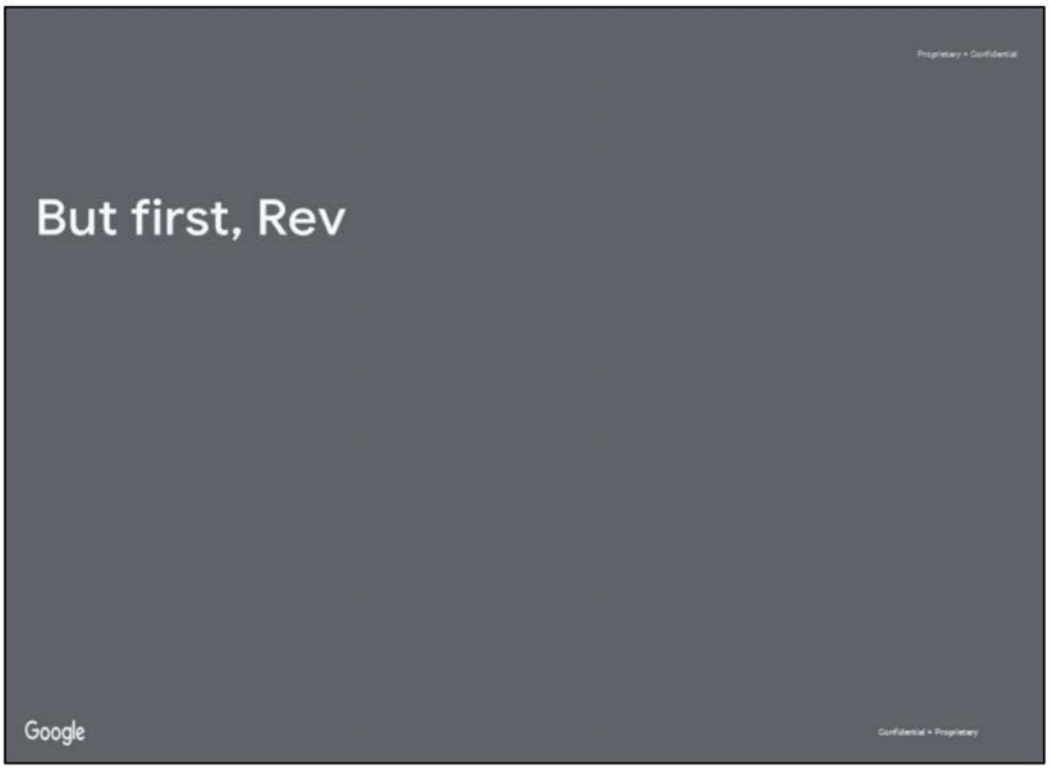


Expand in #3 on actually getting things done or the agency


Team DOD 2022 Guiding Principles → Stay the Course
Meaningful Client Partnerships
Clear, Focused Big Bets
→ Aligned with Top Addressable Opps
Culture of Hustle & Support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But first, Rev
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VISUALIZE THE POTENTIAL -

Why are we doing this

What is AARP getting out of it - here's the line that will be delivered to the board

Want to know the Webb resources are being deployed in the good place in AARP
Speak to revenue impact

PRE-PILOT (build the case) → primary goal: automated bidding to business KPI, secondary goal: poc for change management (building new muscle)
Campaign qualifications: Budget toward a specific media (search + YT for action)
Get alignment on automated bidding (learning time for Google algorithm) toward agreed upon KPI
[MMP - Part 1] Get alignment on the KPI (online membership conversion)
[MMP - Part 2, 3, 5] Proper campaign assessment
[MMP - Part 2] Get everything tracked in CM/SA360
[MMP - Part 3] Get alignment on naming conventions
[MMP - Part 5] Get alignment on measuring/tracking evergreen campaigns - who, how

PILOT
Campaign qualifications: Creative Launch
[MMP - Part 1]
[MMP - Part 2]
[MMP - Part 3]
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[MMP - Part 5]
[MMP - Part 6]
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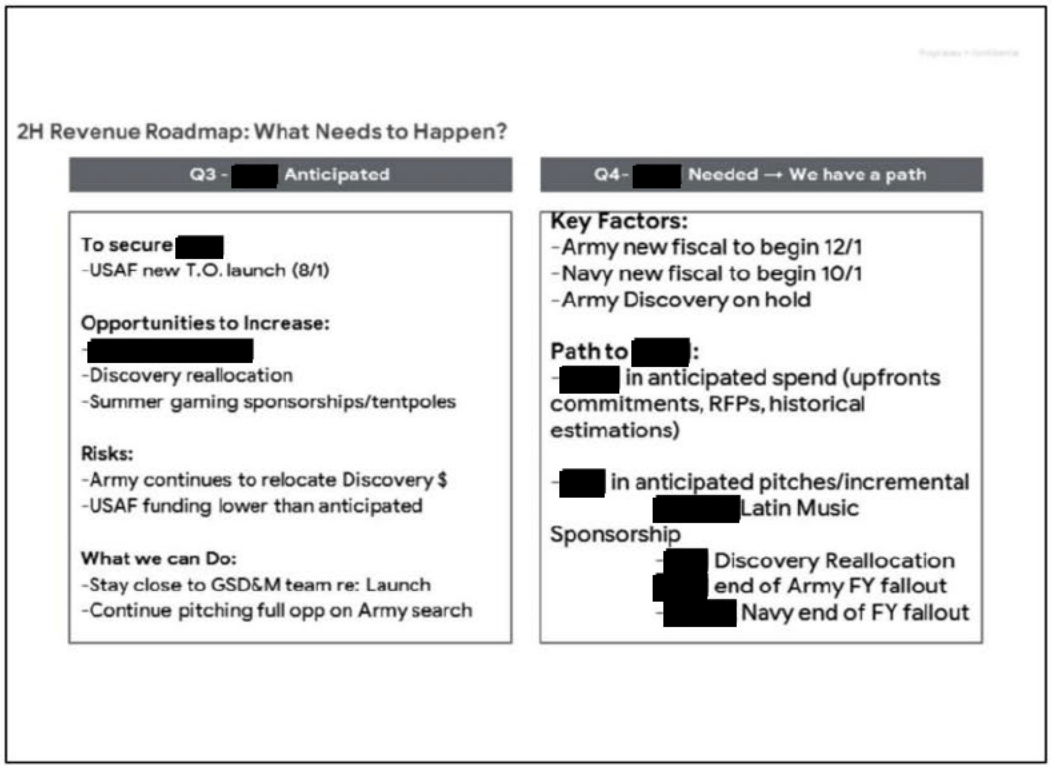
[MMP - Part 8]



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Path to [redacted] - Detailed Rev Roadmap

What	Estimated Rev
Army Oct/Nov	[redacted]
Army Q4 New Consolidation Opps	[redacted]
Army Estimated Dec Base (Historical + some)	[redacted]
Navy Q4 RFP	[redacted]
Navy Search Q4	[redacted]
Navy Discovery Q4	[redacted]
USAF Pro-rated Upfront Q4	[redacted]
USAF Search Q4	[redacted]
USAF DV Q4	[redacted]
USAF Discovery Q4	[redacted]
USMC Q4	[redacted]
USMC Potential Incremental	[redacted]
DOD/JAMRS Estimate Q4	[redacted]
Latin Music Sponsorship	[redacted]
Army end of FY Fall out	[redacted]
Navy end of FY Fall out	[redacted]
Discovery Reactivation	[redacted]
	[redacted]

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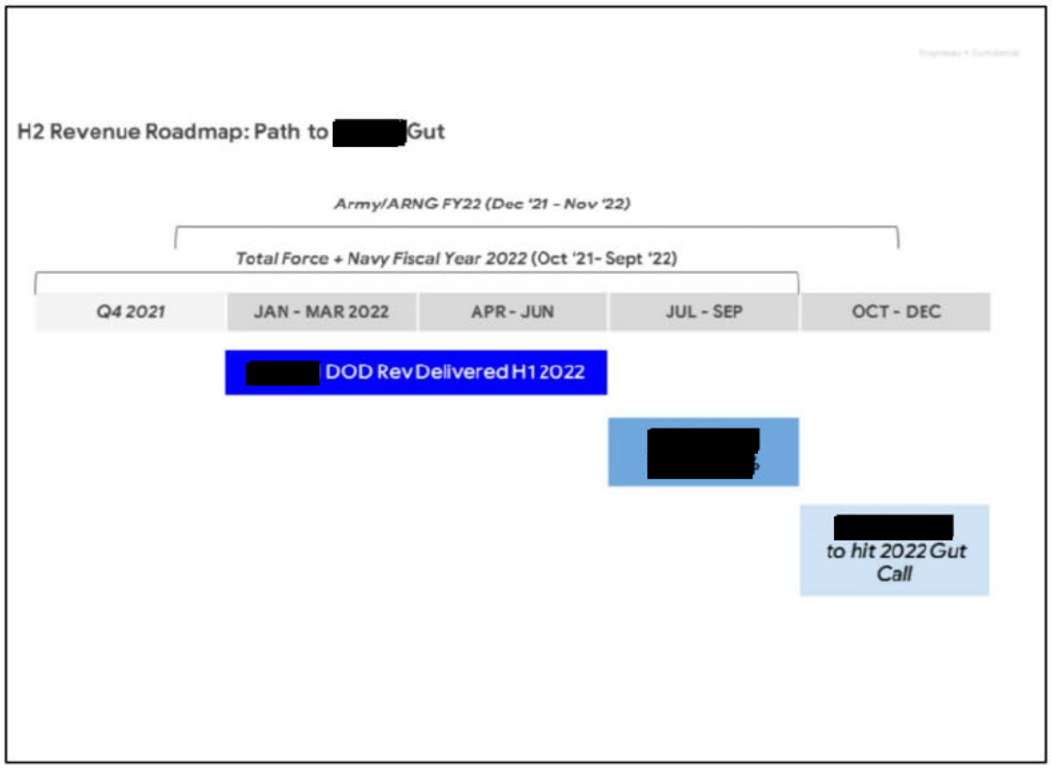

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2H Gameplan
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Same Focus Areas, 2H Edition

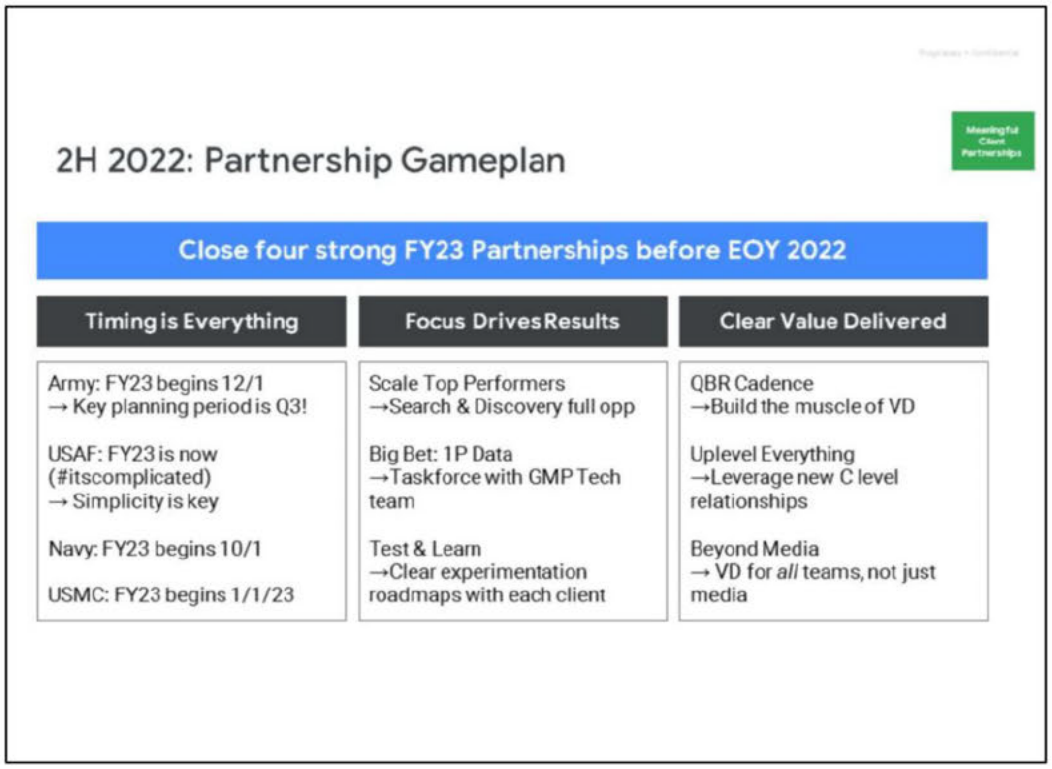
Meaningful Client Partnerships

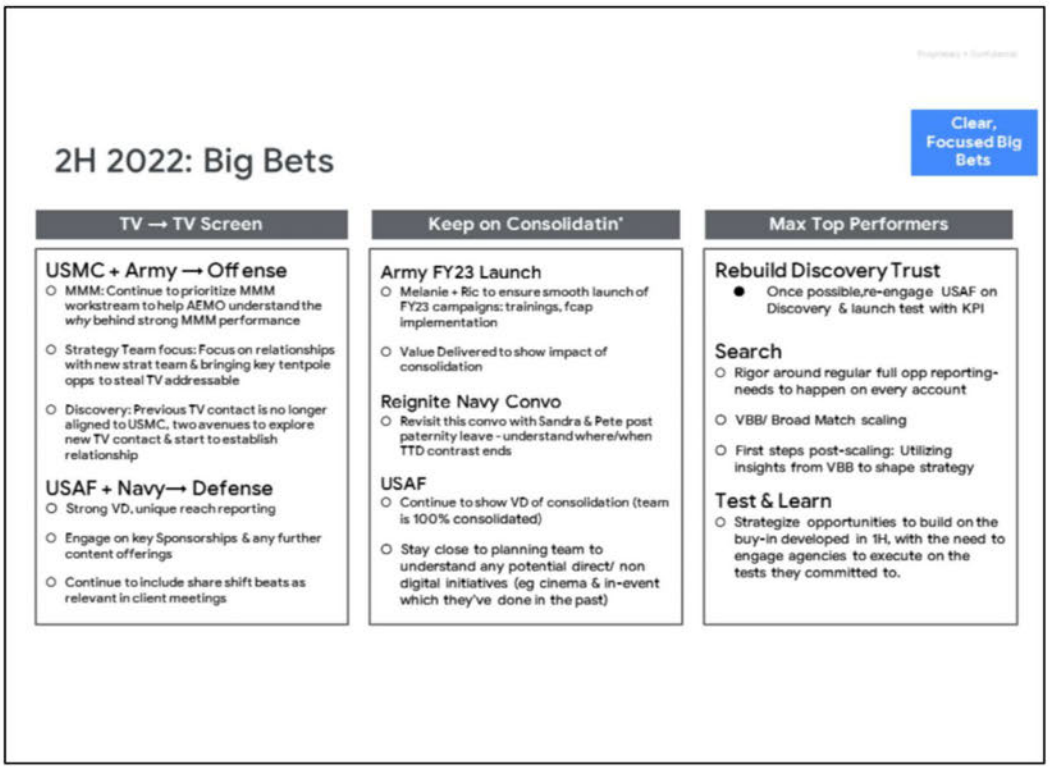
Clear, Focused Big Bets

→ Aligned with Top Addressable Opps

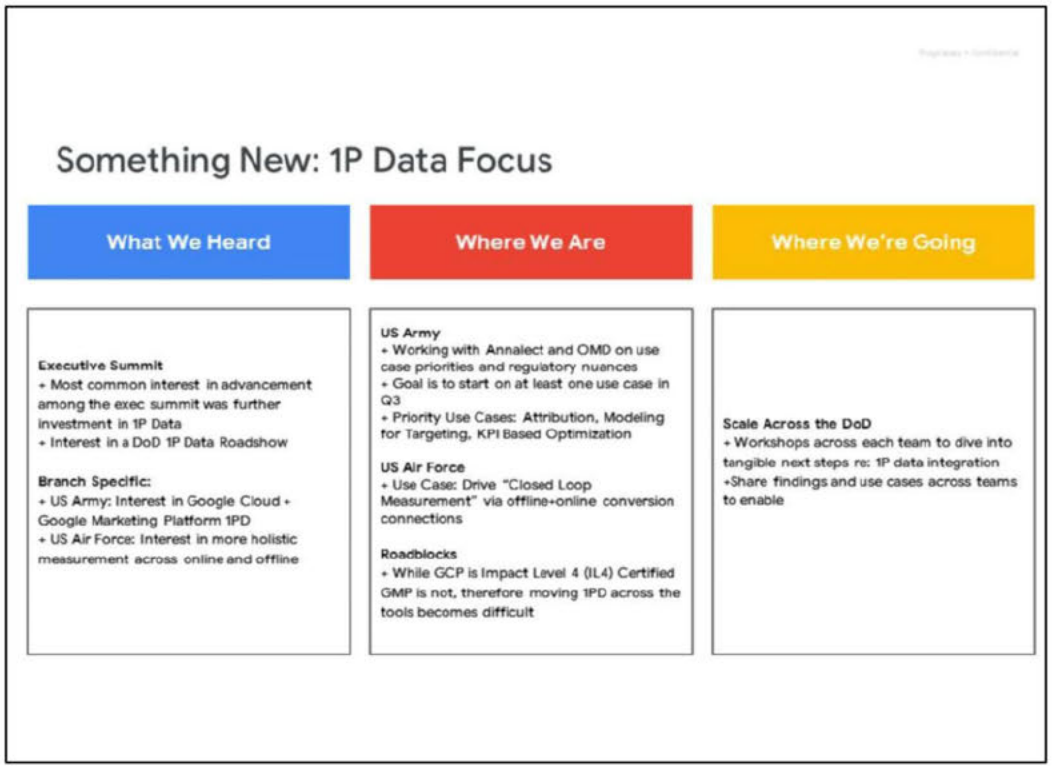
Culture of Hustle & Support

\+ *something new: 1P Data Focus*


2H 2022: Partnership Gameplan
Close four strong FY23 Partnerships before EOY 2022
Timing is Everything
Army: FY23 begins 12/1
→ Key planning period is Q3!
USAF: FY23 is now (#itscomplicated)
→ Simplicity is key
Navy: FY23 begins 10/1
USMC: FY23 begins 1/1/23
Focus Drives Results
Scale Top Performers
→Search & Discovery full opp
Big Bet: 1P Data
→Taskforce with GMP Tech team
Test & Learn
→Clear experimentation roadmaps with each client
Clear Value Delivered
QBR Cadence
→Build the muscle of VD
Uplevel Everything
→Leverage new C level relationships
Beyond Media
→ VD for all teams, not just media



- Training with OS + VIT for implementation of PG deals for publishers slated for consolidation in FY23.
- Campaign-level frequency caps across all campaigns for the ability to calculate cost-savings.
- CM audience overlap analysis at end of 2H to show reduced levels of overlap across consolidated publishers.


Something New: 1P Data Focus
What We Heard
Where We Are
Where We're Going
Executive Summit
+ Most common interest in advancement among the exec summit was further investment in 1P Data
+ Interest in a DoD 1P Data Roadshow
Branch Specific:
+ US Army: Interest in Google Cloud + Google Marketing Platform 1PD
+ US Air Force: Interest in more holistic measurement across online and offline
US Army
+ Working with Annalect and OMD on use case priorities and regulatory nuances
+ Goal is to start on at least one use case in Q3
+ Priority Use Cases: Attribution, Modeling for Targeting, KPI Based Optimization
US Air Force
+ Use Case: Drive "Closed Loop Measurement" via offline+online conversion connections
Roadblocks
+ While GCP is Impact Level 4 (IL4) Certified GMP is not, therefore moving 1PD across the tools becomes difficult
Scale Across the DoD
+ Workshops across each team to dive into tangible next steps re: 1P data integration
+Share findings and use cases across teams to enable

Hustle: Clear Relationship Mapping

Focusing our Relationship Strategy into 5 Key Categories

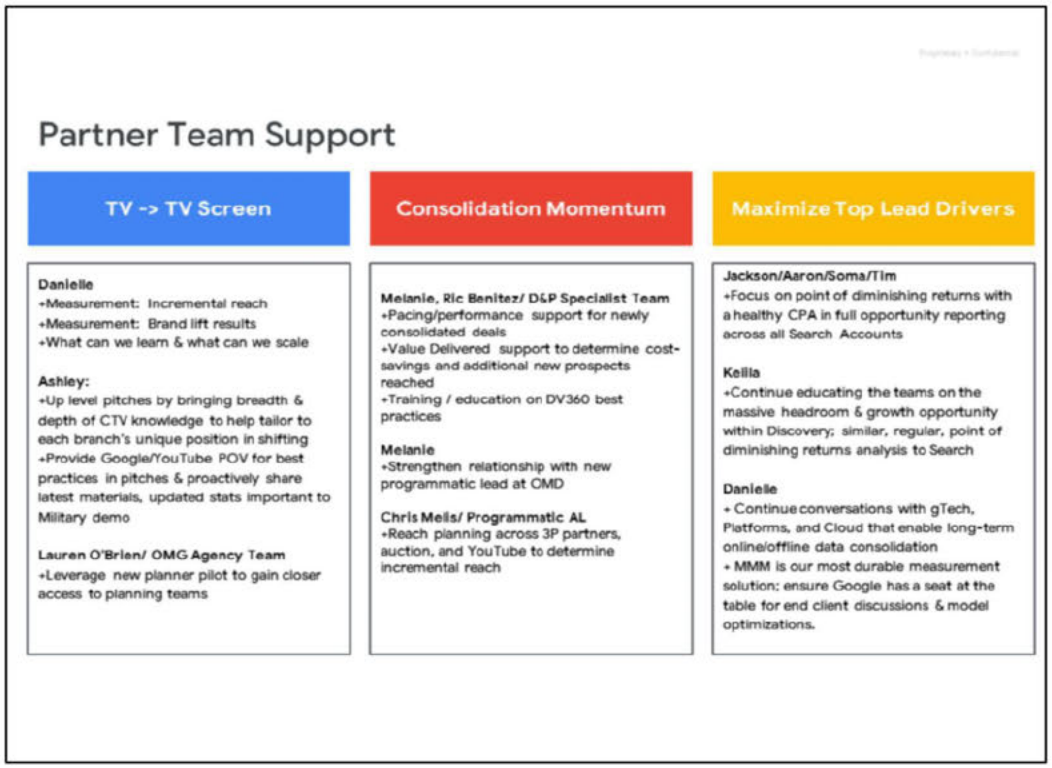
	Category	Strategy/ Focus Areas	Examples	Owner
1	Empower our Champions	1. Ensure regular meetings with each of these stakeholders → Map out end of year engagements 2. Figure out ways to elevate these folks in their own organizations	Jonathan K. (Army) Lauren U. (Navy) Bree W. (USAF)	Alyssa, Sabrina, Taylor, Melanie
2	Strengthen Data, Tech + Analytics Relationships	1. Army MMM workstream → continue to align to Google best practices; better understand opportunities for TV Share Shift 2. Closer relationship with USAF & Navy analytics teams 3. 1P Data Workstream → starting with USAF & Army	Annalect/OMD MKS VMLY&R Analytics TBD GSD&M POC	ALL: Danielle, Gtech: Elizabeth, Doug, Anthony Cloud: Quinn, Keith
3	Deepen Creative Partnerships	1. Strengthen USAF Creative Partnership → Target for FY23 JBP 2. Army Creative meeting in the fall → Focus on ACS (Director Mix)	John Carstens (Army) Ryan Blum (Navy) Jeff Maki (USAF) WT (USMC)	Brian, Tom, Pete, Steph, Kristen
4	Invest in Strategy Teams	1. Include strategy teams in JBP process 2. Leverage Googlers coming from strategy teams to gain better understanding of strat-team incentives	Rachel Green (Army) Justin Sanit (Navy) Kate Gunning (USAF)	Alyssa, Sabrina, Taylor, Brian
5	Regular Cadence with the C Suite	1. Share strong VD up the chain → short, simple recaps (ex DA for Army) 2. Intentional high impact meetings > Frequent meetings eg: AMAP	rADML Walker Allen Owens MG Fink MAJ Morris	Alyssa, Sean

Hustle: Meetings

Focusing on the Right Meetings at the Right Time

	JUL - SEP 2022	OCT - DEC 2022
Key Season/ Events	FY23 Planning, New FY Launch for USAF	New FY launch for Navy & Army
Most Critical Meetings/ Pitches	1. FY23 planning/ JBP renewal 2. Navy AMAP (Aug) 3. Army Chicago Trip 4. USAF Value Delivered for VBB Test	1. AEMO Creative Meeting 2. Army AMP (Navy AMAP equivalent) 3. USMC '23 planning 4. USAF Website Relaunch 5. Army DV3 Roadmap to Launch

Always on Strategies: 1) Monthly full opp 2) Monthly deal pacing 3) QBRs to showcase VD/ check in on partnerships



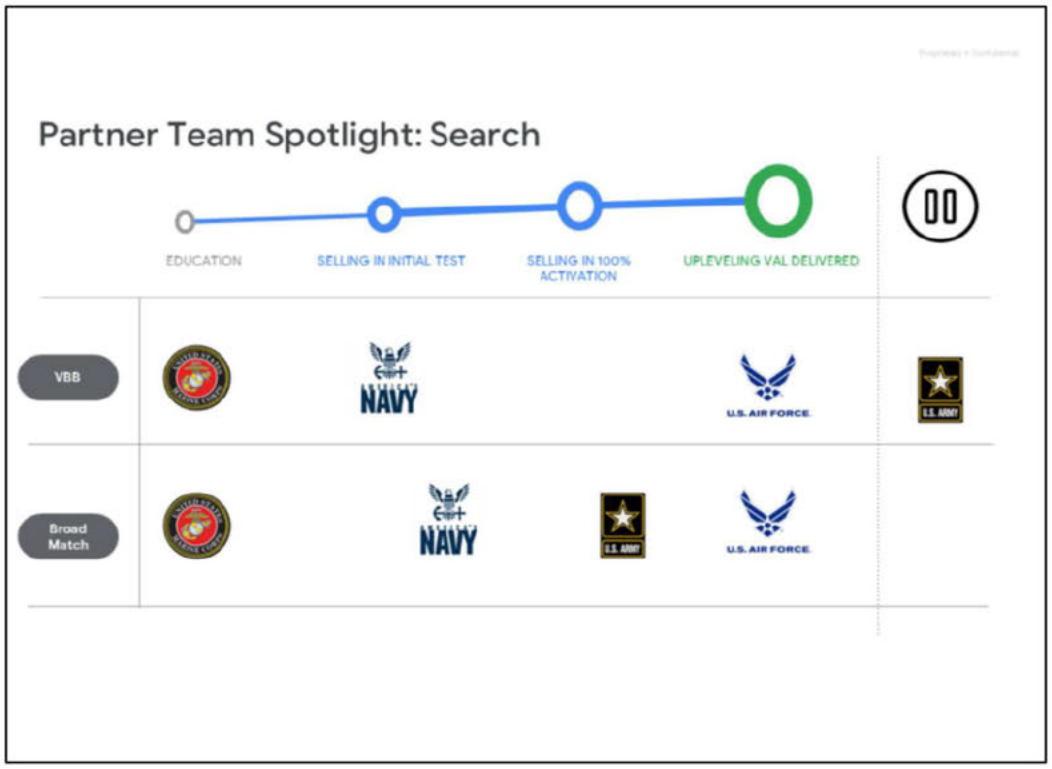
Partner Team Support

TV -> TV Screen	Consolidation Momentum	Maximize Top Lead Drivers
Danielle +Measurement: Incremental reach +Measurement: Brand lift results +What can we learn & what can we scale **Ashley:** +Up level pitches by bringing breadth & depth of CTV knowledge to help tailor to each branch's unique position in shifting +Provide Google/YouTube POV for best practices in pitches & proactively share latest materials, updated stats important to Military demo **Lauren O'Brien/ OMG Agency Team** +Leverage new planner pilot to gain closer access to planning teams	**Melanie, Ric Benitez/ D&P Specialist Team** +Pacing/performance support for newly consolidated deals +Value Delivered support to determine cost-savings and additional new prospects reached +Training / education on DV360 best practices **Melanie** +Strengthen relationship with new programmatic lead at OMD **Chris Mells/ Programmatic AL** +Reach planning across 3P partners, auction, and YouTube to determine incremental reach	**Jackson/Aaron/Soma/Tim** +Focus on point of diminishing returns with a healthy CPA in full opportunity reporting across all Search Accounts **Kelila** +Continue educating the teams on the massive headroom & growth opportunity within Discovery; similar, regular, point of diminishing returns analysis to Search **Danielle** + Continue conversations with gTech, Platforms, and Cloud that enable long-term online/offline data consolidation + MMM is our most durable measurement solution: ensure Google has a seat at the table for end client discussions & model optimizations.

VBB → Bidding to first party data as the outcome

-USAF - yes
-Navy- interested, not yet confirmed - test by EOQ
-USMC - need to start - 101 level, relationship reset
-Army - focusing on 1P integration

Broad Match
-Navy - small test, lot of pushback
-Army - yes, pitching to go 100%
-USAF = using at almost 100%
-USMC- need to start



Search is the #1 lead driver across the DoD ; & while it is the most mature medium for our clients, there is still significant revenue & outcome headroom as the DoD becomes more mature in how they approach Search automation & Measurement.

The USAF leads the way & Marines fairly nascent when it comes to VBB/Broad match. 2 guiding principles x-DoD to center on for 2H:

Leverage the culture of re-use & “value delivered” narratives from the USAF & US Army.

Both advertisers are “best in class” when it comes to product adoption with more documentation of the Army’s Broad Match journey this year & USAFs highly successful VBB test.

We’ll leverage Broad match results & learnings to ensure:

US Army moves to 100% depth & becomes the first DoD advertiser to

pilot the new Broad match alpha

Scale tests across the Marines account & ensure the new agency relationship starts with a major win

Defend value delivered with our initial test with the Navy

USAF has had a really successful VBB test, scaling those results in Q3 will pay dividends for the pods targets, but also in highlighting the opportunity x-DoD, specifically with the Navy, where we are optimistic to have a test ready by EOQ.

Uplevel conversations with Sr. Stakeholders to highlight performance wins & drive product adoption

Alyssa & Danielle have developed strong relationships across a wide array of partner teams. Selfishly, I plan on leveraging those relationships for 2 main purposes:

To push the Navy to innovate with Broad match + VBB

To educate Sr. clients on the future of measurement + bidding through Project Audubon later in 2H (land a narrative for how automation, BM + VBB will unlock more favorable outcomes for our biggest & most important advertisers)

Id	Date	Text
1	07/29/2022 16:19:34	@jacksonogb@google.com lmk if this works/ is correct! Figured this could be the visual and we can talk more in depth about what these mean